

Division Organizational Concept



DIVISIONS

The Divisions focus on supporting the Districts by using the RBCs and two current directorates are being realigned to accomplish this: 1) the Regional Business Directorate and 2) the Program Directorate.

The **Regional Business Directorate** has three divisions:

The Business Technical Division leads quality assurance and promotes technical expertise in the division.

The Business Management Division focuses on relationships and business practices.

The Business Resources Division provides financial oversight and manages the regional financial and manpower resources.

The **Programs Directorate** has divisions that integrate Civil Works and Military Programs (if appropriate) and has integrated District Support Teams, much like the RITs at the Washington level.

There is also a Program Support Division that assists in implementing regional technical centers and supporting the Communities of Practice.

The Programs Directorate is responsible for leading regional program and project execution through program integration offices and District Support Teams.

Both Regional Business and Program Directorates share responsibility for establishing regional functions to accomplish the regional missions.

How will USACE 2012 affect the Districts?

As USACE changes from a functionally-focused, hierarchical organization to integrated, cross-functional teams, the people of the Centers see changes in many areas. As the centerpiece of USACE 2012, the Regional Business Centers have great impact on the work done in the Districts.

Through the actualization of the RBC, Districts focus more directly on actual mission execution without the burden of managing support activities.

Greater interdependence between Districts, through the RBC, leads to reduced project delivery costs and improved customer satisfaction.

RITs, located in Washington but serving their individual regions, provide a more synchronized approach to resolve District issues.

Increased regional use of District technical expertise allows people to further hone their technical skills and knowledge.

Regional Business Technical Divisions at the Division and CoP preserve and enhance technical capability. Regional Technical Specialists are established to serve the region and to provide expanded technical capability.

Districts have increased delegated authority for project execution.

Districts benefit from common regional business practices and uniform regional overhead through the development of the Regional Corps of Engineers Financial Management System (CEFMS) Data Base as CEFMS transitions from a District-centered database to one serving the whole region.

*Team operating virtually
in a Learning Organization.*

To read the entire USACE 2012 Report go to
www.usace.army.mil/stakeholders



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USACE 2012

For more than 228 years, the people of the U.S. Army Corps of Engineers have served our nation through times of peace and war, adapting whenever necessary to meet our country's evolving needs. Now, in the early years of a new century, it is time, once again, for the Corps to change. USACE 2012 is the path we will take to the future.

"As a team of teams, we'll tear down stovepipes and become interdependent -- working together to provide better service to our customers, the American people."

Lt. Gen. Robert B. Flowers

Chief, U.S. Army Corps of Engineers

The USACE 2012 organization is significantly different from the organization today. Some of the key concepts of the changes to come are outlined here. For more in-depth information, the entire USACE 2012 plan is available at www.usace.army.mil/stakeholders.

OPERATIONAL CONCEPTS

One Corps - With the concept of One Corps, each echelon (Washington, Division and District) will have distinct responsibilities, authorities, tasks and activities commensurate with their role.

The Washington Headquarters focuses on the strategic needs of the organization - strategic plans, national relationships and policy development.

The Divisions focus on building and supporting the Regional Business Center.

The Districts focus on executing the mission and providing quality projects and work in co-production with their customers and partners.

Regional Business Centers (RBC) - The RBCs allow the Divisions and the Districts to act together as a regional business entity with the Districts performing work assigned by the RBC.

The RBCs provide full integration of capabilities - sharing resources and technical expertise and enhancing the quality and range of services within a region.

RBCs allow the Corps to provide better products for our customers at a considerable savings. By concentrating an expertise in one District, rather than having limited expertise in all Districts across the region, we will become more adept, more tuned into lessons learned from similar projects and more integrated into the outside technical expertise on these issues.

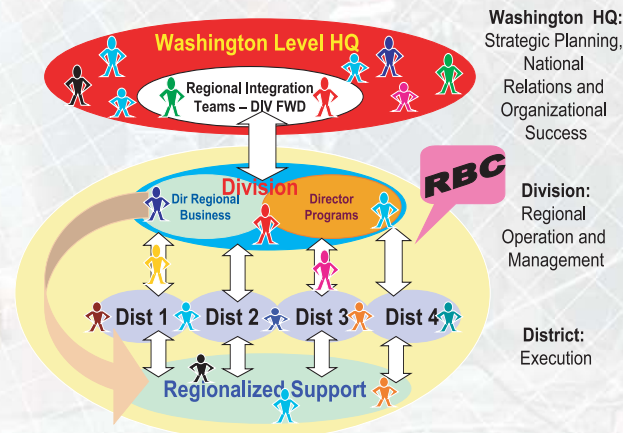
Regional Integration Teams (RIT) - RITs, located in Washington, include people from across Headquarters and are led by a Senior Executive Service member.

Each team focuses on clearing the way for regional business success and will be their region's voice in Washington. They are empowered to work with any level of the USACE organization, the Administration, Congress and external stakeholders to build relationships and to resolve regional issues in an expeditious manner.

Communities of Practice (CoP) - CoP are made up of people who practice and share an interest in a major function or business line. The members come from the Corps, academia, private practice or other agencies.

CoP develop and maintain policy and doctrine and facilitate the transfer of lessons learned. They ensure that we continue to retain and grow our valuable technical expertise. These offices are relatively small, but when they need to develop new policy or work on a special initiative, they form a team from the best expertise available.

USACE USACE 2012 Organization



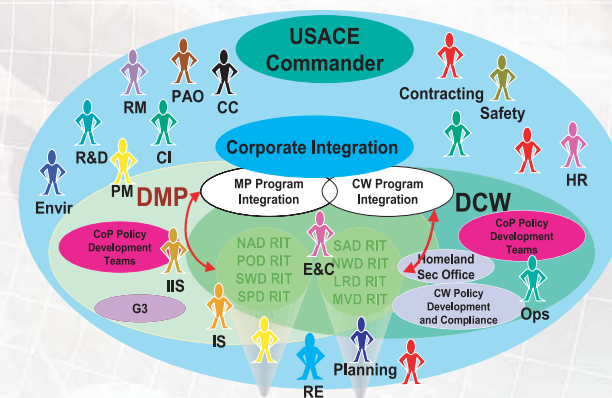
Each organizational level relies on all others for support, all actions require partnering with other organizations.

Resources and organizational energy are refocused to support the RBCs.

Members of CoP are resident throughout the organization and are used at the right time and place to accomplish the USACE missions.

WASHINGTON HEADQUARTERS

Washington Headquarters Concept



At the Washington Headquarters, Regional Integration Teams focus on supporting each of the eight regions. These teams, made up of people already working in Headquarters, are located together and work daily on their region's issues.

At the Washington level, offices for policy development and program integration work for the Directors of Military Programs and Civil Works. These teams have small staffs and use members of the RITs and from other areas as they work together.

National strategic planning and direction, program integration and oversight, and policy development are accomplished within the mission directorates.

There are other changes in the headquarters. A Corporate Integration Team will fuse the various programs, plans and initiatives into a corporate strategy. Some of the smaller offices adopt either a regional or national model of operating.